

STRATEGIC PLAN 2021-2024

CHATHAM-KENT ONTARIO HEALTH TEAM

ACHIEVING THE BEST HEALTH AND WELL-BEING TOGETHER



CKOHT Strategic Plan 2021 - 2024



Who is the CKOHT?

We are a partnership led by 15 signatory organizations, accountable for delivering a full and coordinated continuum of health care services to the residents of Chatham-Kent. Over 100 individual partners participate on one of the three Advisory Councils, Working Groups, and Sub-Working Groups to achieve the goals of the CKOHT.

What is the focus?

CKOHT's priority population is currently those aged 55+ with heart failure or angina, chronic obstructive pulmonary disease (COPD), dementia, diabetes, and have complex health conditions. The current Strategic Plan will expand the focus to include mental health and addictions.

Where is Chatham-Kent?

Chatham-Kent is a 'community of communities', composed of many small towns and villages in the heart of southwestern Ontario. It is a safe and vibrant community - yet many overall health indicators are poor in comparison to Ontario. The rural landscape also presents challenges for health equity and accessibility.

CKOHT Strategic Goals and Objectives 2021-2024



Population Health and Well-being

We will transform the health care journey for the CKOHT population.

Transform the health system experiences and outcomes for the CKOHT priority population.

Establish a plan to address mental health and addictions in Chatham-Kent as an expanded priority population of the CKOHT.

Coordinate a COVID-19 recovery strategy for the health system.



Health Equity

We will achieve a health system that is safe and equitable, and free of stigma for everyone.

Support First Nations, Inuit and Métis Peoples and communities in improving Indigenous health

Increase the number of patients able to access primary care.

Eradicate all experiences of racism, oppression, inequity and stigma in CK.



CKOHT Maturity

We will deepen and grow our partnerships to accelerate maturity.

Expand the involvement CKOHT partners, particularly in the social, community, and support services sectors.

Establish a Human Resource Working Group for the CKOHT.

Mature the CKOHT governance model



Community

We will always remember our purpose and be ready to tell our story.

Increase knowledge and awareness of the CKOHT.

Ensure person-centered care in all aspects of our work.

Share best practices between partners within and beyond the CKOHT.



Performance

We will be innovative and accountable in achieving system performance.

Deepen our shared accountability framework.

Become a leader of OHTs in implementing evidence-based practices.

Approve and Implement the Digital Health Road Map.

Goal



Population Health and Well-being

"We will transform the health care journey for the CKOHT population."

Objectives

Transform the health system experiences and outcomes for the CKOHT priority population.

Establish a plan to address mental health and addictions in Chatham-Kent as an expanded priority population of the CKOHT.

Coordinate a COVID-19 recovery strategy for the health system.

Immediately expand CKOHT priority population to include mental health and addictions for adults.

Conduct a Mental Health & Addictions System inventory mapping & gap analysis and share as education to front line workers.

Conduct a post-pandemic needs assessment for Chatham-Kent residents to understand their health care needs.

Actions

Co-design integrated and alternative care pathways for effective health care transitions of the priority population.

Establish mental health and addictions coordinated transitions for patient pathways which includes after hours access.

Develop a "Transitional Plan" to move from pandemic response to pandemic recovery, consisting of innovative strategies to stabilize health care.

Focus on the priority population and hospital avoidance strategies through coordinated approaches to support a integrated care system.

Develop resources and decrease barriers to accessing mental health and addictions resources.

Lead, develop and streamline a local health focused pandemic recovery strategy for Chatham-Kent residents.

Expand mental health and addictions programs that are working well and need additional resources.



Health Equity

"We will achieve a health system that is safe, equitable, and free of stigma for everyone in CK, including Indigenous, Black, People of Colour, Francophone, immigrant, LGBTTTQ, and temporary foreign workers."

Support First Nations, Inuit and Métis Peoples and communities in improving Indigenous health.

Increase the number of patients able to access primary care.

Eradicate all experiences of racism, oppression, inequity and stigma in CK.

Honour treaty relationships, and uphold the directions from the London District Chiefs Council First Nation Health Policy.

Evaluate strategies and opportunities to support orphaned patients to increase access to primary care.

Identify and address accessibility barriers and reduce inequities to local health care. Include and learn from those with lived experiences.

Commit to building meaningful & ongoing relationships with neighboring First Nation communities.

Establish a health care pathway for those without primary care access: from initial visit to early diagnosis and consistent follow up with the same health care professional.

Identify best practices for equity across CKOHT organizations and implement a commitment to policies, procedures, and training to promote equity approaches to health care.

Identify and develop plans to address the unique health disparities of each First Nation, Inuit, and Métis Peoples and communities.

Build relationships with traditional healers to improve Indigenous patient access and outcomes.

Be a local leader for anti-stigma and decriminalization of those living with mental health and addictions across sectors.

Provide opportunities for cultural sensitivity education for health care workers and commit to policy changes to ensure culturally safe practices across the CKOHT.

Research the reasons why Physicians and Nurse Practitioners work, stay, and leave Chatham-Kent to inform a coordinated Primary Care Recruitment and Retention Strategy.

Identify and increase digital equity strategies to address the digital divide especially for rural residents.

Goal



CKOHT Maturity

"We will deepen and grow our partnerships to accelerate maturity."

Objectives

Expand the involvement CKOHT partners, particularly in the social, community, and support services sectors.

Establish a Human Resource Working Group for the CKOHT.

Mature the CKOHT governance model.

Actions

Conduct an analysis of working group and sub-working group participation, and invite partners, including social and community services representatives where gaps exist.

Conduct a post-pandemic needs assessment for health care workers and identify opportunities for resource efficiencies within the CKOHT.

Evolve the CKOHT governance model structure and framework based on existing and emerging best practice, evidence and governance.

Create an inventory of CKOHT partner services that will highlight gaps, duplications, and future opportunities.

Lead, develop and streamline a local health focused pandemic recovery strategy for Chatham-Kent health care workers and care-givers.

Identify and implement evidence informed governance tools needed to enable achievement of system transformation.

Work closely with provincial partners and Ontario Health to identify ongoing local health care priorities and opportunities.

Increase health human resource capacity through targeted recruitment and retention initiatives for health care workers, with a focus on family physicians.

Complete the CKOHT Expansion Plan for the growth of the CKOHT.

Increase communications and joint partnership opportunities with neighbouring communities (i.e. Windsor-Essex, Sarnia-Lambton, and London).

Goal



Community

"We will always remember our purpose and be ready to tell our story."

Objectives

Increase knowledge and awareness of the CKOHT.

Ensure person-centered care in all aspects of our work.

Share best practices between partners within and beyond the CKOHT.

Actions

Develop an Internal and External Partner Communications Plan to keep all CK partners informed and involved of the work of the CKOHT.

Secure ongoing Patient and Family Advisor representation at each Working Group to ensure a person-centered approach at all levels of governance in the CKOHT.

Execute communication strategies and platforms to effectively communicate the work of CKOHT to internal and external partners and the general public, and to inform the public of certain health services.

Increase the public's awareness level of the CKOHT with the goal of making the CKOHT a household name.

Communicate and utilize data from public surveys, forums and focus groups to inform CKOHT strategies and actions to improve local patient health care.

Participate and share our successes with other OHTs, in communities of practice, at provincial working groups, and conferences.

Increase overall physician engagement with the CKOHT through purposeful physician-centered strategies.

Develop and implement a Patient Declaration of Values and a Patient, Family, and Caregiver Partnership and Engagement Strategy.

Increase CKOHT participation on social and community service committee tables to partner and align strategies.

Goal



Performance

"We will be innovative and accountable in achieving system performance."

Objectives

Become a leader of OHTs in implementing evidence-based practices.

Deepen our shared accountability framework.

Approve and Implement the Digital Health Road Map.

Successfully progress towards BPSO OHT designation.

Collect aggregate data from across the health system with a plan to utilize the data to identify gaps in care and lead improvement strategies.

Implement integrated data sharing across partners to improve the overall patient experience.

Actions

Participate in innovative pilot projects to identify best practices, implement strategies and scale successes.

Finalize balanced scorecard indicators and performance metrics to successfully achieve Strategic Plan goals, TPA Milestones and Operational Plan Deliverables.

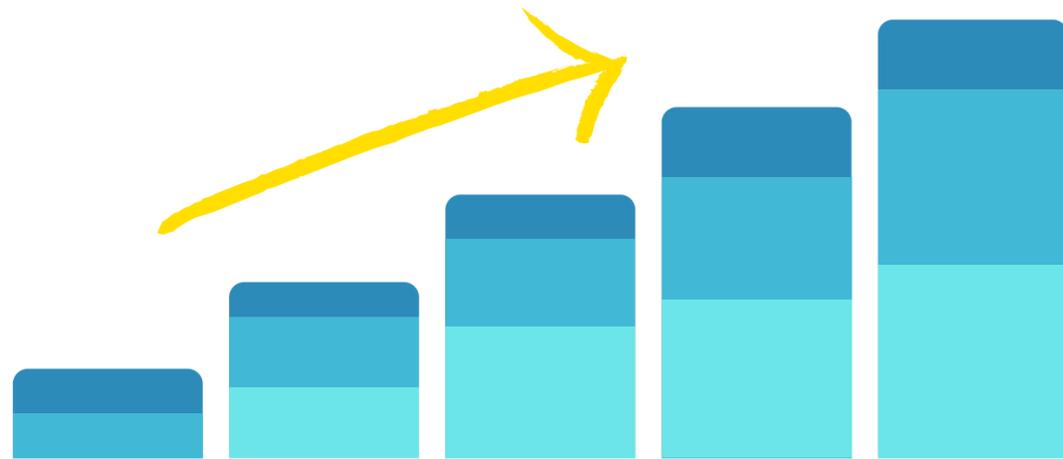
Increase the number of health care service providers accessing provincially funded digital health solutions.

Regularly evaluate health care experiences of those living in CK and use results to inform improvement strategies.

Increase adoption of shared Collaborative Quality Improvement Plans (cQIPs).

Work with CKOHT partners and Ontario Health to identify, pilot, and implement tools in support of care delivery for CKOHT.

CKOHT Strategic Plan 2021 - 2024



How will we measure success?

We will measure our achievements through various metrics as defined by our Balanced Scorecard.

High level success indicators include:

- Reduce avoidable ED visits by 5%
- Improve the rate of hospitalization for ambulatory care sensitive conditions by 10%
- Adopt a digital first approach
- Commit to building our CKOHT partnership



What are next steps?

We are committed to transparency and accountability. We will communicate the Strategic Plan widely internally and externally to ensure everyone knows our plan.

We will report annually on our advancement towards achieving strategic goals, objectives, and actions and we will publicly communicate our progress.

Ministry of Health's 8 States of Maturity for Ontario Health Teams

At Maturity, OHTs are expected to:

- Provide a full and coordinated continuum of care for a defined population within a geographic region;
- Offer patients 24/7 access to coordination of care and system navigation services and work to ensure patients experience seamless transitions throughout their care journey;
- Improve performance across a range of outcomes linked to the 'Quadruple Aim': better patient and population health outcomes; better patient, family and caregiver experience; better provider experience; and better value;
- Be measured and reported against a standardized performance framework aligned to the Quadruple Aim;
- Operate within a single, clear accountability framework;
- Be funded through an integrated funding envelope;
- Reinvest into front line care; and
- Take a digital first approach, in alignment with provincial digital health policies and standards, including the provision of digital choices for patients to access care and health information and the use of digital tools to communicate and share information among providers.

